A STUDY OF WORKPLACE SPIRITUALITY AND EMPLOYEE RETENTION AMONG TEACHERS OF HIGHER EDUCATION INSTITUTIONS

SHORT SYNOPSIS

Submitted in partial fulfillment of the requirement of the degree of

DOCTOR OF PHILOSOPHY

by

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Date: 21.01.2025

DECLARATION BY THE SCHOLAR

I hereby declare that the short synopsis entitled A study of Workplace Spirituality and Employee Retention Among Teachers of Higher Education Institutions being submitted in partial fulfillment of the requirement for the degree of Doctor of Philosophy in the Department of Management and Commerce under the School of Management and Commerce of Manav Rachna University, Faridabad during the academic year 2022-2023.

It is the work that is expected to be carried out under the supervision of Dr. Parul Jhajharia

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This is to certify that, the short synopsis entitled A study of Workplace Spirituality and Employee Retention Among Teachers of Higher Education Institutions is an original piece of work done by research scholar Kritika Pallvi under the supervision of Dr Parul Jhajharia for the degree of Doctor of Philosophy in the Department of Management and Commerce under the School of Management and Commerce of Manav Rachna University, Faridabad during the academic year 2022-23.

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ABSTRACT

Workplace spirituality plays a crucial role in fostering a supportive & meaningful work environment, which is essential for enhancing employee retention. This research aims to explore spirituality impact on workplace on reducing stress and improving teacher's retention in institutes of education. Previous studies have shown that cultivating environment of spirituality leading improved well-being of employee and a stronger emotional connection to the organization, ultimately enhancing retention rates. Therefore, investigation is done for workplace spirituality & retaining employee. Focusing on teachers of higher institutions of education, where compassion, mindfulness & purposeful sense is especially important for achieving goals beyond predetermined expectations. Additionally, this research examines whether work stress mediates workplace spirituality & employee retention association among teachers in institutes with higher education.

Keywords: Workplace Spirituality, Employee Retention, Work Stress, Higher Education Institutions

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A STUDY OF WORKPLACE SPIRITUALITY AND EMPLOYEE RETENTION AMONG TEACHERS OF HIGHER EDUCATION INSTITUTIONS (HEIs)

1. INTRODUCTION

The educational system is a cornerstone of a nation's power, and within it, teachers hold a significant position. Teachers serve as crucial mentors, knowledge conveyors, and exemplary figures. They establish the foundation for continuous learning by fostering critical thinking, self- confidence, and emotional intelligence. Teachers prepare students for life by instilling important skills and motivating the students to achieve their goals. Their influence extends to cultural preservation, societal advancement, and good transformation, making them human potential architects. Teachers establish safe spaces for personal growth by fostering strong teacher-student interactions. In essence, teachers build the future by cultivating individuals who are informed, empowered, and compassionate.

One of the main goals of all organization is to have an optimal atmosphere where employees can exhibit their full potential. Both the employee's and organization's performance are determined by it. The work environment significantly impacts how employees feel about their jobs. But, in recent years, organizations have witnessed significant changes in their environment. As a result of structural changes, downsizing, layoffs and drastic technological changes, employee self-esteem has been lowered (Brandt, 1996; Driver, 2005).

Therefore, in order to enhance organizational settings, managers need to implement steps to improve institutional settings. Some of these initiatives are intended to foster "workplace spirituality". Spirituality at workplace is about discovering a sense of purpose at work, along with connecting with one's own being, others, and all of creation (Mitroff & Denton, 1999). A spirituality-based culture encourages individual- organization fit, which leads to increased productivity and lower staff turnover (Gull & Doh, 2004).

Workplace spirituality's study has gained traction, and various publications in articles and books have been published on its implications and impact. In the educational setting, the role of spirituality in providing meaning to one's profession has been established as an important area of study (Petchsawang & Duchon, 2009; Daniel, 2010). Many institutions are contemplating to implement workplace spirituality (Garcia-Zamor, 2003) as it can lead to a positive working connection between the employee and the organization.

Job stress, influenced by job and workplace attributes, could, based on existing literature, be considered as a psychological job resource that enhances the significance of an employee's job features and working environment. This enhancement could lead to decreased occupational stress and enhanced employment outcomes like increased employee retention, job satisfaction, reduced turnover intentions, and increased organizational commitment.

Exploring workplace spirituality at workplace can provide useful insight into working conditions of employees for team leaders, knowledge experts, and human resource managers. Greater knowledge of the complicated linkages between workplace spirituality, job stress and employee retention would result in practical benefits for institutions, with a focus on building a pleasant work environment. In theory of Positive Emotions (Fredrickson, 2013), states employee retention will be high when employees will feel positivity in the workplace.

The research study will bring the association of workplace spirituality & employee retention among teachers of Higher Education Institutions (HEIs) where compassion, mindfulness, meaningful work and transcendence are especially crucial to achieve employee retention. These spiritual dimensions enhance educators' well-being and satisfaction, while also fostering purpose, emotional connection, and alignment between personal values and institutional goals, thereby promoting long-term retention.

2. REVIEW OF LITERATURE

2.1 WORKPLACE SPIRITUALITY

Ashmos and Duchon (2000) provide a foundational definition of workplace spirituality, describing it in community's context of nourishment of employee's inner life with meaningful work. Their work emphasizes three dimensions: inner life, meaningful work, & community, laying groundwork for subsequent research in the field.

Giacalone and Jurkiewicz (2003) defined workplace spirituality through a values framework, with integrated focus of personal values and organizational ones. They argue workplace spirituality involves promoting transcendence sense through work processes, characterized by meaningful purpose and interconnectedness among employees.

Kinjerski and Skrypnek (2004) present in depth definition of spirituality at work that incorporates physical, emotional, mental & spiritual dimensions. They argue that spirituality at work entails the experience of deep sense of meaning, purpose, and connection with others.

Pawar (2009) integrates individual and organizational perspectives in defining workplace spirituality. He highlights the interplay between personal spiritual belief sand organizational culture, suggesting that a supportive work environment can enhance employees' spiritual experiences and overall job satisfaction.

Petchsawang and Duchon (2009) offer an operational definition of workplace spirituality, identifying key elements such as compassion, mindfulness, meaningful work and transcendence. Their definition is aimed at practical application within organizations to foster a spiritually enriching environment.

Karakas (2010) provided three ideas on how spirituality could potentially assist individuals and organizations after performing a literature review. The author claimed that by cultivating a spiritual workplace, employee morale and well-being maybe improved, as well as commitment and productivity

levels from a human resource standpoint.

Pradhan et al. (2017), workplace spirituality is characterized by the transcendence of mere transactional duties, fostering a spiritual bond among employees. This engenders sense of meaningful work, aligning personal values with organizational objectives.

Saeed et al. (2022), highlights how spirituality within the workplace can greatly improve the effectivenessofeducatorsandadministrativestaffbyactingasapositive mediator for the effects of job engagement. Workplace spirituality is indeed positively linked with employees' performance.

2.2 EMPLOYEE RETENTION

Fitz-enz (1990) acknowledged that an organization's ability to retain employees is influenced by many factors rather than one single factor. Higher management must consider certain parameters like pay and benefits, job stability, training & development workplace culture and organizational justice etc.

Osteraker (1999) argued that employee retention and employee satisfaction are the crucial drivers for the achievement of any organization. Three realm of retention are social, mental & physical. The mental parameter of retention is when employees choose dynamic projects where they can use their knowledge which ultimately help them retain valuable resources. The social element encompasses the interactions among employees and others. Compensation and working condition are the physical criteria.

According to Chaminade (2007) retention refers to the various policies and practices which organizations use to keep valuable workers from quitting their job positions. The primary goal is to reduce turnover rates, especially of high performers.

Hytter (2007) discovered that employee retention is significantly influenced elements like dedication, trust, attachment and identity to the organisation. Additionally, workplace elements including career prospects, incentives, skill development and training, physical workspace and harmony between work & social life have a negative impact.

Filip Dochyet al., (2009) investigated that organizational factors like recognition, job pressure and motivation as well as personal factors like education level, seniority, learning attitude have an impact on retention of employees in organisation.

According to Kyndt et al. (2009), key determinants of employee retention comprises of job satisfaction, organizational commitment & work-life balance. They argue that these factors significantly influence employees' decisions for retention in the current organisation.

2.3 JOB STRESS

Comish R. & Swindle B. (1994) emphasized that physical and mental circumstances affect person productivity, health and work quality.

Coxand Griffiths, (2010) proposed that a fall in mental and physical health can lead to short and long term stress wherein workplace demands are affected.

Jalagat (2017) highlighted the extent to which position ambiguity, underutilization of skills, and work overload contribute to employee job stress. In addition, it seeks to establish the connection between employee performance and occupational stress.

Kanellakis, Karakasidou and Koutsoukis (2018) proposed that when people face challenges at work that are way beyond their capabilities and talents then work stress arises.

2.4 WORKPLACE SPIRITUALITY IS POSITIVELY RELATED TO EMPLOYEE RETENTION

Punia (2004) suggested that organizational spiritual development is vital to the organization's success and must promote employee appreciation. This will enhance organizational retention by implementing morals and ethics into the organizational climate.

Hughes and Rog (2008) proposed that in hospitality industry, employee turnover is the highest among employees. Hence he emphasized the importance of workplace spirituality is an imperative factor for making employees feel motivated.

Ghadietal., (2013) revealed that there is an opposite relationship between organization’s current turnover and intention to leave. It is found that there is a negative association between employee turnover intentions and meaningful work.

(Jena & Pradhan, 2018) suggested workplace spirituality to be an epitome element for achievement of organisation’s goals and objectives and making it more attractive for the employees for retention.

(Khalid & Nawab, 2018) stated that morale of employees in the organisation should be maintained as it can result in outstanding retention among employees as they will feel more contended and will have a sense of motivation and achievement.

(Senget al., 2020 argued for a positive organizational spiritual development process may result in continuance of employee base desired by all organizational leaders.

2.5 JOB STRESS MEDIATES RELATIONSHIP BETWEEN WORKPLACE SPIRITUALITY AND EMPLOYEE RETENTION

2.5.1 WORKPLACE SPIRITUALITY AND JOB STRESS

Daniel, J. L. (2015) conducted a study to find whether there is a link between workplace stress in Mexico and the US and three aspects of workplace spirituality: inner life, meaningful job and sense of community. The findings revealed that both countries viewed inner life and senses of belonging are relatively insignificant. On the contrary, meaningful work and work stress are indirectly related in both the nations. The results showed that when employees in both countries participate in meaningful activities, they feel less stressed.

Johnson, M. K. (2017), emphasized that work stress is growing more frequent in HEIs and past research indicates that a progressive strategy is necessary. The study aimed to explore workplace spirituality - inner life, meaningful work, community, & connectedness and its impact on job stress among university employees. It found that workplace spirituality is linked to lower stress at workplace.

Kaushal, S., & Jalan, S. (2020) claimed that job stress is widespread across workplace and police officials is rated as the most stressful jobs. The study revealed a indirect relationship between workplace spirituality & occupational stress.

Saxena A. et al. (2020) examined the link amongst workplace spirituality and job stress in Indian offshore and onshore employees. The study found that a sense of community and appreciation were not significantly associated to stress. Hence, it can be concluded that normal working conditions allow for workplace spirituality to diminish the impact on job stress.

Jalan, S., & Garg, N. (2021) observed the positive aspect of spirituality at work to determine the association with work stress. It was discovered that there is a necessity of incorporating workplace spirituality as an effective instrument to reduce job stress, increasing performance and passion and driving strategy creation for future HR development operations.

Garg, N., Kumari, S., & Punia, B.K.(2022) studied the association between workplace spirituality and work stress among the professors of the university. The results showed a negative relation between the six parameters of spirituality at work and stress.

2.5.2 EMPLOYEE RETENTION AND JOB STRESS

Firthet al. (2007) discovered that the impact of job related stress, and the bandwidth of elements that contribute to occupational stress induces employees to depart from the organisation. A volatile environment degrades employee pleasure contributes to workplace stress hence reduces employee

retention.

Mano & Shay (2004) stated that employee's financial insecurity causes stress and because of monetary reasons people frequently leave organizations to seek better chances.

Vetrivel (2010) investigated a significant relationship between employee retention and work stress. Job stress is identified as a primary reason for employee turnover, with stressful work environments leading to higher turnover rates

Qureshi et al., (2013) investigated a linkage between work stress, workplace environment, and employee turnover intentions in Pakistan's textile industry. Using structural modeling via AMOS 18 software, conclusion is that job stressors and workload have a positive relationship with employee turnover intentions, while a negative connection has been established between the job conditions & retention.

Masood (2013) explored the association of work stress and employee retention in Pakistan's banking sector, especially economic challenges, downsizing, layoffs, and mergers. Many workers have lost jobs or been reassigned to unfamiliar roles, facing additional pressures such as new management, increased computer surveillance, reduced benefits, and longer working hours to maintain their economic status. The study focuses on how these factors contribute to rising job stress and its impact on employee retention in banking sector.

3. DESCRIPTION OF BROAD AREA

3.1 RESEARCH GAPS

- Numerous research endeavors have underscored the potential edge related with spirituality in organizations (Garcia-Zamor, 2003; Daniel, 2010. However, acknowledging that spirituality at work is in its nascent stages and demands additional theoretical and empirical exploration (Milliman et al., 2003).
- According to the renowned spiritual leader Dalai Lama XIV (1999), our existing education system is oriented towards material benefits and development without the inner values and so we lack clear awareness of the inner values that are the fundamental aspects of a happy life. This statement shows that there is a lack of awareness of spirituality among individuals in the society and the organizations. As mentioned by Mitroff and Denton (1999) there is a spiritual emptiness in organizations resulting in spiritual impoverishment.
- The majority of studies on spirituality at work & employee retention have been conducted in health care sector, information and technology (IT), hospitality, banking, and manufacturing sectors. So, more research is needed in educational context.
- Moreover, it is imperative to note that most of the researches' on spirituality has been carried out in western and developed nations (Sharma et al., 2013; Pradhan et al., 2016). This research significantly adds to the works that are on spirituality by filling a significant gap in research

performed in India.

- The connection between workplace spirituality & employee retention warrants additional exploration and investigation.
- Minimal study has been conducted to identify the mediating variables between the two variables, workplace spirituality & employee retention. So, the purpose of the research if there is any mediating link among workplace spirituality & retention among employees.
- This research is required to establish job stress as a mediating factor between workplace spirituality & employee retention.
- In order to understand workplace spirituality, different components have been used by different researches. To create more accurate parameters of spirituality at workplace, additional study for the same will be required.

3.2 OPERATIONAL DEFINITIONS

Workplace Spirituality – Workplace Spirituality is a structure that embraces the organizational prominence demonstrated in human culture that fosters employees' concept of transcendence through the work procedure, diminishing the feeling of being attached to others & encouraging feelings of fullness. It is a way of life realizing that people have both intellect and spirit who seek purpose and sense in work, connecting with other employees and being a part of the community (Subramanian & Panchanatham, 2013).

The theme of Workplace Spirituality is captured using four broad dimensions. These are termed as follows:

a) **Compassion** - Compassion is an emotion that occurs when one witnesses another's suffering and acknowledges a desire to alleviate the feeling of sorrow. Compassion is desire to aid someone who is suffering, hungry, in peril, etc. It is an empathetic awareness of others' misery, distress with a strong desire to help others.

b) **Meaningful Work**- Meaningful work is an essential and crucial component of life. It encompasses things which that bring immense joy and delight. Meaningful work showcases individual's aspiration to discover purpose at work. Meaning at work is having the experience of alignment of higher level goal (Ashmos & Duchon 2000).

c) **Mindfulness** - Mindfulness implies focusing in the present moment & being mindful to the feelings, thoughts and the surroundings without being judgmental (Jon Kabat-Zinn, 2003). It is a technique of paying close attention to events, such as sight, sound, taste, aroma, thoughts or emotions. Mindfulness is an ancient tradition with its origin in Buddhism (Shapiro et al., 2012).

d) **Transcendence** - Transcendence is the state of surpassing conventional, physical or material components of life. Transcendence corresponds to a deeper sense of purpose, ultimate reality or the supreme power. It also pertains to personal development and growth, enlightenment and having a sense of oneness with something beyond than self.

Employee Retention - Retention of employees is a way of encouraging employees to stay with organisation for a prolonged duration or until the project gets finished (Hom and Griffeth, 2012). The goal is to create a place of work which inspires the existing employees to stay within the organisation.

Job Stress - Job stress arises from the larger notion of 'Stress'. Many researchers discovered and agreed that some amount of stress at workplace is acceptable. On the contrary, persistent stress has become a common illness to the employees, creating difficulties such as depression, anxiety, migraine, insomnia, and cardiac disorders that effects individual performance and organizational productivity.

3.3 THEORETICAL FRAMEWORK

Maslow's Need Fulfillment Theory states that the connection between spirituality and retention of employees can be explored. Human demands can be subdivided (Maslow, 1966), and a person can acquire the greatest level of spiritual pleasure at the pinnacle of the hierarchy of needs, namely the desire for self-actualization. (Quatro, 2004).

Spillover Theory (Diener (1984); Wilensky (1960) Spillovers are classified into two types: vertical and horizontal. Horizontal spillover happens if alterations to any of one's areas of life influence the individual's concerning areas of life. The horizontal spillover theory states that those who believe the workplace as highly spiritual surroundings will have a spill into their employed areas, such as employee retention and satisfaction with work-related prizes. (Kolodinsky et al., 2008). Vertical spills occur when an individual's happiness or lack of pleasure with one component of life, such as spiritual satisfaction, spills over to a higher order aspect, like fulfilment in life.

Social Exchange Theory provides a wider conceptual context for this study, with the proposal that employee perceptions of purpose & interconnectedness at work results in improved employee retention rates. Employee might perceive themselves obligated to repay to their organisation when they get directly benefited from the organizational resources, both monetary and non-monetary (Flynn, 2005; Yeeet al., 2010). When organizations promote workplace spirituality in the form of meaningful work, compassion, mindfulness and transcendence, employees have self-fulfillment and self-actualization. Consequently, it is advocated that workplace spirituality positively impacts employee retention in the employment setting.

The Job Demands-Resources (JD-R) This theory has two dimensions. Job demands are aspects that necessitate continuous effort both mentally and physically and are associated with physiological and psychological repercussions. For instance, high workload, time pressure, and emotional demands. Examples include social support, feedback, autonomy, and possibilities for overall professional development. Workplace spirituality as a job resource emphasizes meaning & purposeful work, which can act as an important job resource. Employees tend to feel motivated and engaged when a mean is finding in work which helps in reducing feelings of isolation and providing a network for coping with stress. By integrating the principles of JD-R theory with workplace spirituality, organizations can establish an atmosphere that will not only reduce work stress but also enhances contentment among employees and retention.

"Spiritual Leadership Theory" Fry, L. (2003) and Fry, L.W and Matherly, L. (2006) which covers spiritual leadership's function in promoting employee efficiency and organisational involvement, allowing the team to progress strategically. This idea predicts ethical, spiritual well-being, and corporate social responsibility. Ethical and personal outcomes (Giacalone, R.A., and Jurkiewicz, C.L., 2003) result in improved efficiency, lower absenteeism, greater peace, satisfaction with work, and dedication. Employee engagement with the organisation improves if the company emphasises workplace spirituality using a value-centered method. (Mitroff, I.I., and E.A. Denton, 1999; Giacalone & Jurkiewicz, 2003; Pfeffer, 2003).

Represented of Theoretical Framework as shown below:

S.NO.	THEORY NAME	RELATIONSHIP BETWEEN THE VARIABLES
1	Maslow's Need Fulfillment Theory	"Workplace Spirituality" is directly related to Employee Retention
2	Spillover Theory	"Workplace Spirituality" is directly related to Employee Retention
3	Social Exchange Theory	Workplace Spirituality is directly related to Employee Retention
4	Job Demand-Resources (JD-R) Theory	Workplace Spirituality is directly related to Employee Retention and reduction in job stress
5	Spiritual Leadership Theory	Workplace Spirituality is directly related to Employee Retention and reduction in job stress

3.4 PROBLEM STATEMENT

A STUDY OF WORKPLACE SPIRITUALITY AND EMPLOYEE RETENTION AMONG TEACHERS OF HIGHER EDUCATION INSTITUTIONS (HEIs).

4. OBJECTIVES OF THE STUDY

1. To study workplace spirituality amongst teachers of Higher Education Institutions (HEIs).

2. To study the influence of workplace spirituality on employee retention among the teachers of Higher Education Institutions (HEIs).

3. To examine the mediating role of work stress in the relationship between workplace spirituality and employee retention.

5. HYPOTHESES

The hypotheses of the research study are as follows:

Objective 2 - To study the influence of workplace spirituality on employee retention among the teachers of Higher Education Institutions (HEIs).

Hypothesis: With regard to the four identified dimensions of Workplace Spirituality (WPS) in order to examine their influence on employee retention, following four hypotheses have been formulated:

Ha1: Compassion has a significant positive impact on Retention among the teachers of Higher Education Institutions (HEIs).

Ha2: Meaningful Work has a significant positive impact on Retention among the teachers of Higher Education Institutions (HEIs).

Ha3: Mindfulness has a significant positive impact on Retention among the teachers of Higher Education Institutions (HEIs).

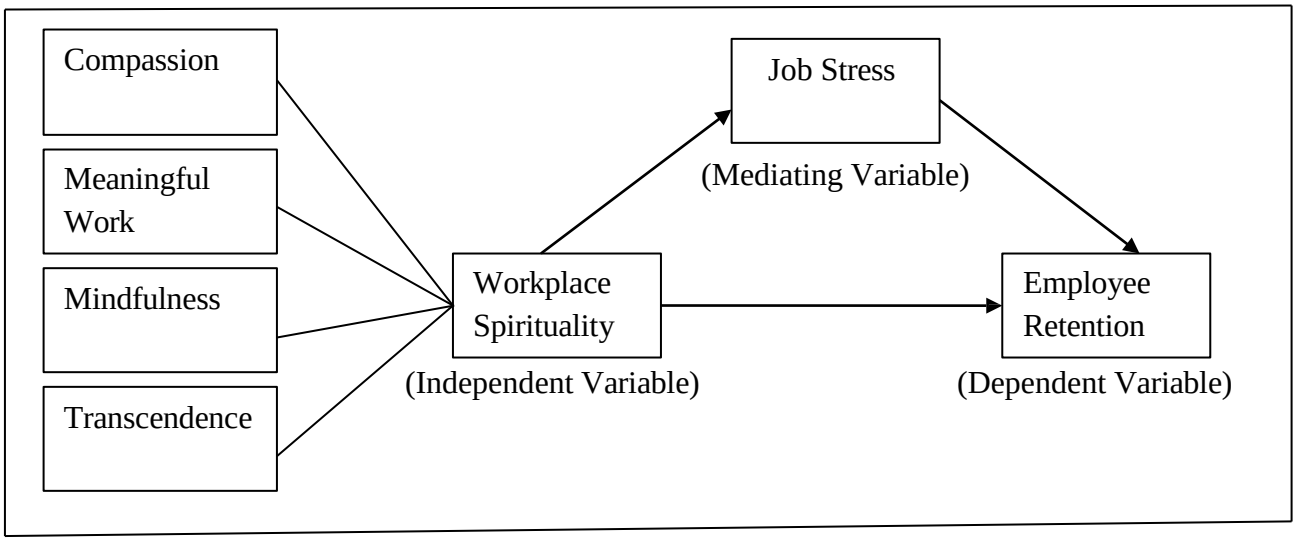
Ha4: Transcendence has a significant positive impact on Retention among the teachers of Higher Education Institutions (HEIs).

Objective 3 - To examine the mediating role of work stress in the relationship between workplace spirituality and employee retention.

Hypothesis: To examine and draw conclusions about the aforementioned objective, the hypothesis that was identified to be tested is:

Ha5: Work stress mediates the relationship between Workplace Spirituality (WPS) and employee retention among the teachers of Higher Education Institutions (HEIs).

6. RESEARCH MODEL



7. RESEARCH DESIGN AND RESEARCH METHODOLOGY

7.1 VARIABLES OF THE RESEARCH STUDY

- ✓ **Independent Variable**: Workplace Spirituality

Sub Variables are as follows:

a. Compassion
b. Meaningful Work
c. Mindfulness
d. Transcendence

- ✓ **Dependent Variable**: Employee Retention

- ✓ **Mediating Variable**: Job Stress

7.2 SAMPLING DESIGN

a. **Sampling Frame:** The sampling frame will consist of teachers of Higher Education Institutions (HEIs) in Delhi. The responses of the teachers from Central University, State University and Deemed to be University in Delhi will be collected via questionnaire in online mode.
b. **Sampling Technique:** The responses that will be obtained in this study will be analysed using purposive sampling technique.
c. **Sample Size:** To determine the optimal sample size for the present study Krejcie and Morgan's modal is projected. The Krejcie and Morgan modal model was developed by Robert V. Krejci, and Daryle W. Morgan to determine the sample size for research related activities in 1970. The sample size, as per the formula, should be at least 385.

7.3 COLLECTION OF DATA

The primary data gathering methodology would be a questionnaire (online). The primary data will be collected from teachers at Higher Education Institutions (HEIs) using an online questionnaire. The data will be tabulated, analyzed, and interpreted.

7.4. RESEARCH TOOLS

a. Workplace Spirituality

To measure Workplace Spirituality, the scale developed by Petchsawang and Duchon (2009) will be used. The scale assessed four aspects of Workplace Spirituality: compassion, mindfulness, meaningful work, transcendence. This scale consists of 22 items and was tested using a sample from a culture oriented around Eastern Buddhism. Its purpose is to capture the concept of WPS within this specific cultural context. The scale went from one to five, with one representing “strongly disagree” and five representing “strongly agree”.

Compassion

The scale consists of four items from Petchsawang and Duchon (2009), for example, “I can easily put myself in other people’s shoes” and “I am aware of and sympathize with others.”

Meaningful work

This scale consists of seven items from Petchsawang and Duchon (2009), for example, “I experience joy in my work” and “I look forward to coming to work most days”.

Mindfulness

Petchsawang and Duchon (2009) developed this scale, which consists of six items for example, “I do jobs or tasks automatically, without being aware of what I am doing” and “I find myself working without paying attention.”

Transcendence

This scale consists of five items from "Petchsawang and Duchon" (2009), for example, "At times, I experience an energy or vitality at work that is difficult to describe" and "I experience moments at work where everything is blissful."

b. ***Job Stress***

Job stress will be evaluated by the scale developed by Parker and Decotiis (1983). It was modified by Mittal and Bhakar (2018). The scale to measure job stress scale consists of 12 items. Respondents will rate each of the 12 items on a 5 -point Likert scale, ranging from (1) strongly agree to (5) strongly disagree.

c. ***Employee Retention***

Employee retention will be measured by employee retention questionnaire (Kyndt et. al, 2009). Questionnaire consists of 11 item scale. Responses are obtained on a 5 point Likert scale ranging the score between one to five, with one representing "strongly disagree" and five representing "strongly agree".

The questionnaire will be created utilizing the aforementioned scales to investigate the relationship between variables in the study.

7.5 DATA ANALYSIS

- Descriptive statistics will be used to analyze data, including mean, median, mode, frequency, percentage, skewness, kurtosis, standard deviation, and variance.
- Reliability and Validity of the scales will be examined with Cronbach's Alpha.
- Regression will be used to assess the connection between and effect of variables.
- Partial Least Square (PLS) and (Structural Equation Modeling) SEM technique will be used.

8. CONTRIBUTIONS OF THE STUDY

- The educational sector is undergoing rapid changes due to technological advancements and evolving student needs. This research study would be very significant as it emphasizes the need for a supportive work culture that can help educators adapt to these changes while maintaining their commitment to the institution.
- This study aims to broaden our understanding of workplace spirituality by exploring its various elements.
- This research will promote positivity by demonstrating that workplace spirituality fosters well-being, reduces stress, and cultivates a purpose-driven environment for teachers in Higher Education Institutions.

- This research study will provide evidence based recommendations for policy makers and administrators in Higher Education Institutions to implement practices that promote workplace spirituality.
- work stress, as a mediator in this research study will contribute by showing that workplace spirituality alleviates stress, enhances job satisfaction, improves well-being, and boosts retention among teachers, ultimately improving overall institutional performance.
- This study explores mindfulness, wellness, and commitment in the workplace, paving the path for future research in Psychology and HRM.

9. SCOPE AND DELIMITATIONS OF THE STUDY

The present research study includes the study of Workplace Spirituality (Compassion, Meaningful Work, Mindfulness and Transcendence), Employee Retention & Job Stress among teachers of HEIs. The study will exclude any mediating variable other than Job stress.

10. LIMITATIONS OF STUDY

The initial limitation of this study is related to the sampling technique employed, as the researcher gathered convenient sampling based on the accessibility & readiness of the teachers to engage in the questionnaire. Furthermore, this study focuses on a single dependent variable: employee's retention. Third, this study eliminates the possibility of any other mediating variable between workplace spirituality & employee retention. Additionally, this study is focused on professors at Higher Education Institutions (HEIs) in Delhi, India, & has a limited sample size.

11. CHAPTER OUTLINE

The study is divided into five chapters as follows:

Chapters	**Topic Name**
1	Introduction
2	Literature Review
3	Research Methodology
4	Results & Discussions
5	Conclusion, Implications, Limitations & Future Research Directions

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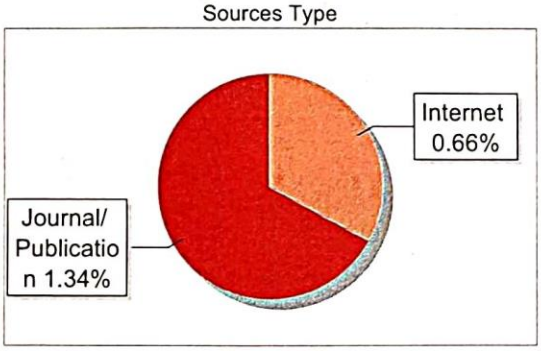

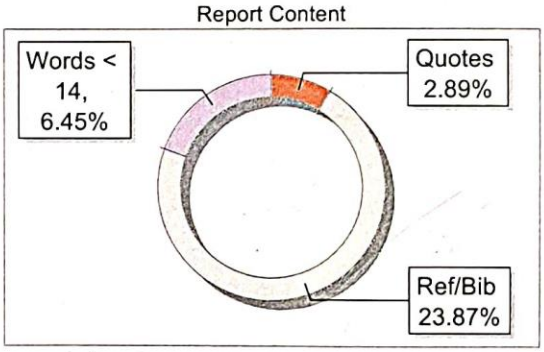

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A STUDY OF WORKPLACE SPIRITUALITY AND EMPLOYEE RETENTION AMONG TEACHERS OF HIGHER EDUCATION INSTITUTIONS

SHORT SYNOPSIS

By

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Year 2024

ABSTRACT

Workplace spirituality plays a crucial role in fostering a supportive & meaningful work environment, which is essential for enhancing employee retention. This research aims to explore spirituality impact on workplace on reducing stress and improving teacher's retention in institutes of education. Previous studies have shown that cultivating environment of spirituality leading improved well-being of employee and a stronger emotional connection to the organization, ultimately enhancing retention rates. Therefore investigation is done for workplace spirituality & retaining employee. Focusing on teachers of higher institutions of education, where compassion, mindfulness & purposeful sense are especially important for achieving goals beyond predetermined expectations. Additionally, this research examines whether work stress

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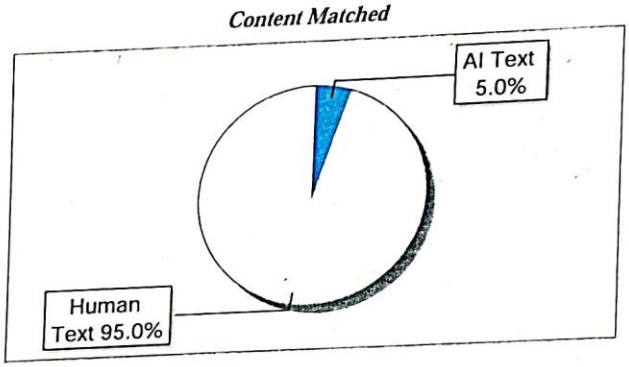

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